THE SUCCESSFUL INTEGRATION OF

TOTAL QUALITY IMPROVEMENT AND STRATEGIC PLANNING IN THE

CHESTERFIELD FIRE AND EMERGENCY MEDICAL SERVICES DEPARTMENT

EXECUTIVE DEVELOPMENT

BY: Paul L. Newton

Chesterfield Fire and EMS Department

Chesterfield, Virginia

An applied research project submitted to the National Fire Academy

as part of the Executive Fire Officer Program

December 2000

ABSTRACT

This research project analyzed the influences on the Total Quality Improvement initiative occurring in the Chesterfield Fire and Emergency Medical Services Department. The problem was that after 8 years, the members still had not embraced the concept. In addition, several changes in leadership had brought new mindsets to the organization, requiring adjustment of the membership. Two years ago, an aggressive effort of strategic planning began, and for the first time included representation from all levels of the organization. Acceptance of this plan has been slow, due to many factors.

Historical, descriptive, evaluative, and action research methods were utilized to identify contributing and restrictive forces to this initiative. Questions answered were as follows: 1) How was the organization prepared for the adoption of a total quality effort, and what is the history of the implementation effort?, 2) What are the benefits of the total quality movement, and its link to the strategic plan?, 3) What are the factors leading to the resistance experienced in the adoption of a Total Quality movement?, and 4) What method can be employed to integrate the Total Quality Initiative and the Strategic Planning Process to facilitate meeting the organizational goals established?

The procedures utilized in this research included an extensive literature review, and the analysis of both primary and secondary data. The major findings of this research identified 4 factors leading to the lack of progress in this effort. They are a lack of management commitment, a lack of training and skills required, trust in leadership, and the resistance to change.

The recommendations include: careful selection of processes to improve while reinforcing current successful elements of the strategic plan; training the executive leadership

and middle management in the TQI process to instill trust and build commitment;

identification of key supporters that can be used as resources; and initiating a method to improve

accountability of the initiative. Building on early successes with a focus on long-term gain will

allow the organization to move forward with the quality effort.

TABLE OF CONTENTS

INTRODUCTION

The members of the Chesterfield Fire and Emergency Medical Services have not adopted the Strategic Planning and Total Quality cultural changes implemented. Chesterfield Fire and Emergency Medical Services is at a crossroad in its Total Quality Initiative (TQI) effort. Success has been achieved with Strategic Planning through an aggressive effort and a great deal of effort from all members of the organization. However, these two processes must be united if the organization is to continue moving forward. To that end, this research project was employed to determine the program description, as well as a timeline for completion of that initiative. Historical, descriptive, evaluative, and action research methods were utilized to answer the questions listed below.

Research Questions

Research question 1: How was the organization prepared for the adoption of a total quality effort, and what is the history of the implementation effort?

Research question 2: What are the benefits of the total quality movement, and its link to the strategic plan?

Research question 3: What are the factors leading to the resistance experienced in the adoption of a Total Quality movement?

Research question 4: What method can be employed to integrate the Total Quality Initiative and the Strategic Planning Process to facilitate meeting the organizational goals established?

BACKGROUND AND SIGNIFICANCE

The Total Quality Initiative movement began in 1992. Since that time, little organizational progress has been made to incorporate these principles into the culture of the department. Since 1992, the organization has had 3 Chiefs, each with their individual leadership style and focus for the organization. It was not until 2 years ago that the general membership had any input into the strategic planning process. Until then, the direction came from the Chief, and all others were expected to comply and make it work. This method served the organization extremely well in the past, as many improvements were made over the last 30 years. However, the rigid, military style of leadership used 30 years ago no longer meets the needs of the organization. Current leadership recognizes this situation and strongly desires to make improvements. These improvements have been met with reluctance by the membership of the organization. This study aims to address those concerns and develop a plan to move forward. This study provides a direct linkage to Unit 7 of the Executive Development Course, which addresses organizational culture.

LITERATURE REVIEW

Quality of service has become one of the most important topics in the public sector today. With pressure to increase access while containing costs, governmental institutions are trying to find ways to achieve these goals without letting the quality of service suffer. Thus, maintaining or even improving the quality of service while reducing costs is a critical dilemma with which all municipal administrators are faced.

A major cited barrier to success of Total Quality initiatives was managerial resistance to change--especially middle management, who feel threatened by increased workload yet

decreased authority (Drew, 1994). Another significant barrier was the lack of skills and

knowledge required to implement a reengineering project successfully. Regarding the latter

barrier, Drew (1994) makes the point that tools to implement TQI have existed for years (e.g.,

fishbone charts). Process mapping technology is developing quite rapidly, but many managers

either do not have access to these products or are unfamiliar with this emerging technology.

Finally, other contributors to failure of TQI programs are employee resistance to change,

customer and supplier resistance, and poor communication (Anderson and Khumawala, 1998).

Grover et al. (1995) developed a list of 64 implementation problems regarding business

practice re-engineering, and reported results of 105 company managers' rankings of the severity

of the problems. The four overall research themes were (1) management support, (2)

technological competence, (3) change management, and (4) project preparation. Their results

show that 31.8% of the respondents considered lack of recognition of the need to manage change

as the most severe problem. The next most severe problems were "top management's short-term

view and quick-fix mentality", rigid organizational hierarchy, employees' unreceptiveness to

innovation, and failure to account for the organization's resistance to change (Anderson and

Khumawala, 1998). Additionally, the respondents were asked about the success of their projects

on the basis of perceived level of success and goal fulfillment. They found that regarding change

management, social changes were more important and more problematic than technological

changes, further stressing the importance of organization culture. Change management stands

out as the most severe source of difficulty in reengineering. It also has a relatively high negative

correlation with most success measures.

While TQI successes have been widely publicized, this is not the case for failures. As is

human nature, companies laud their success stories but tend to sweep their failures under the

carpet. With the statistics in the 50 - 70% range for failure, research into these failures and their causes is critical (Drew, 1994).

All of this leads to the requirement of an organizational cultural shift in order for improvement to continue. Organizations must find ways to direct individuals so they can satisfy their needs as much as possible while accomplishing the organizational objectives. Bean (1993) reports that when processes are designed to be done right, workforce morale increases, less supervision and inspection is needed, and costs are reduced. The rules have changed due to the new work environment, which forces companies to work harder and be more accountable. The more you travel up and down the same path, the deeper the ruts become, until you find yourself unable to get out of the ruts. The best way to get out of the ruts is to change directions and travel down a different path (Hanks, 1990).

In dealing with these issues employees will divide into two camps: those who want to try to be different and those who want to stand still. Research suggests an unwillingness by management to face this reality (Poirier and Tokarz, 1996). Contributing influences to this factor include miscommunication, misinterpretation, the influence of past practices and habits, and the abandonment of newly learned values and policies to cope with short-term crises. Benefits are lost by unintentional but costly reversion to the status quo (Bean, 1993). Restarting a quality effort initiative after a failed attempt is extremely difficult. To prevent this, organizations must conduct an assessment to determine what will enhance or deter progress. A common misconception is that because the executive leadership decrees adoption of a quality effort, there will be execution. A majority of Strategic Planning failures result from the plan being pushed down into the lowest level domain of day to day operations by some kind of decree (Bean, 1993). Management must focus on improvement efforts with clearly defined targets and

completion dates. Employees recognize the following management behaviors:
cosmetic endorsement rather than true dedication; partial efforts to search for quick results
instead of overall improvement; misuse of resources by managers wanting something not related
to the TQI effort; and solving the wrong problems. These behaviors lead to apathetic,
disillusioned people who understand very well the pretense that exists (Bean, 1993). To avoid
this trap, the executive leadership must provide support, direction, resources, training, and
clarification to those involved in the implementation effort (Poirier and Tokarz, 1996).

   This leadership mindset starts at the top of the organization. "If the CEO doesn't set the
example, the system is doomed to failure" (Poirier and Tokarz, 1996). The Chief must stay in
touch with the people, and set an enabling pattern of leadership, not a commanding one
(Albrecht, 1994). President Eisenhower once used the analogy of a string when discussing
leadership. "Place a string on a table – pull it, and it will follow you wherever you go. Push it,
and it will go nowhere at all. The same goes for people." (Hanks, 1990). The leadership team
must be visionary, team focused, and set a living example of the organization (Albrecht, 1994).
Actions will demonstrate the commitment of the TQI effort, and people will realize the
disconnect between words and actions. This disconnect leads to the old addictions taking over,
with selfish, self-preserving behaviors replacing those of cooperation, generosity, camaraderie,
and altruism (Albrecht, 1994). Albrecht (1994) further states that the organization must loosen
up and empower the people to make their own individual quality commitments.

   Empowerment is not something you do to people. Rather, it is a process that occurs as a
result of a relationship between people. As such, it is not a set of techniques, but a way of
constructing an inner understanding of the relationship between people (Scott and Jaffe, 1991).
The road to empowerment has several roadblocks that must be dealt with in order to achieve

success. The first is the difficulty in getting started, referred to as inertia. Secondly,

self-doubt often enters into the mindset of people, followed by anger and blaming others for

failure. The final factor is the chaos that occurs from seeing so many ways to achieve the results

that you become lost (Scott and Jaffe, 1991). Empowerment begins with a shift in the manager

toward the understanding that to empower is not to lose control but to gain control. With

empowerment comes an increase in quality; however, quality must be an ingrained characteristic

without requiring a limitless investment from the employee (Poirier and Tokarz, 1996).

Continuous efforts must focus on maintaining a work environment in which employees

can raise issues and make suggestions without fear of reprisal, one in which they feel fully

comfortable in contributing at all times (Edwards, 2000). The first casualty to this environment

is trust. Unfortunately, the level of trust cannot be changed overnight because it is the result of a

track record built over time. As trust is imparted to the employee, the employee will begin to

trust the organizational leadership. In addition, they will increase their determination if they

have some decision-making responsibility entrusted to them. Eventually, this will gain employee

acceptance of the improvement initiative. It is unreasonable to expect that everyone will be

totally committed to the improvement effort at the start. Real commitment will accrue and grow

through successful experiences. Bryson (1995) suggests that when the change is broken down

into a small number of manageable chunks, it will be easier to accomplish than when it requires a

huge leap.

Early implementation of parts of the strategies will help facilitate organizational learning.

Emotional bonding will occur gradually as success is achieved, but bonding will not occur if the

gap between old and new is too large, and an infrastructure is not built to bridge the gap. This

bridge consists of early success stories. Increased support will build as a result of task

accomplishment and success in solving issues important to the people (Bryson, 1995).

Middle managers must be directly involved in this process to make it happen. Their duties include securing necessary resources, removing barriers to success, and ensuring that the team stays focused and on schedule. To facilitate this, managers must allow the team to determine what is acceptable and what is not, then not allow deviation from it. Condoning destructive behavior by allowing it to continue by not dealing with it should not be an acceptable practice (Albrecht, 1994). Conflicting signals result in a confused, exasperated organization that jumps from one priority to another, while it makes insignificant and unsustainable improvement (Poirier and Tokarz, 1996). Strategies are prone to failure if there is no consistency between what the organization says and what it does. Effective strategies require an effective link with the organization's environment and culture. The key to success is to minimize the amount of cultural change at first, while still achieving the desired results. To accomplish this we must first leverage the internal personality, combat the negative, and accent the positive or favorable features of the current culture.

The organization must carefully analyze the culture to identify favorable cultural components that can be leveraged to drive the improvement effort, as well as unfavorable components that need to be changed to minimize their risk of inhibiting failure. Components that can be lived with and changed later should be identified but left alone, and dealt with later after adopting the improvement strategy. Implicit in this analysis is the invisible contract between the organization and the employee about things such as commitment, being a part of the team, the right to express one's ideas, the right to be treated fairly and with dignity, and the hope for a secure future. The cornerstones of the excellence movement are customer service and constant innovation. These cornerstones are built on a foundation of trust, listening, and respect

for the dignity and creative potential for each person in the organization. Part of the obligation here is to help the people get a clear understanding of their own contributions to the success of the organization. Building an effective team can be long, hard work. But the rewards consistently prove its value (Hanks, 1990). Concerning reluctant employees, ask them to attend a few meetings, then let them decide if they want to become active participants. Most will decide to continue their involvement, and become more active in the process (Poirier and Tokarz, 1996). Employees can withdraw their support at any moment if they sense a loss of executive support or sincerity, or learn that security won't be their reward for execution of the effort (Poirier and Tokarz, 1996).

This withdrawal is based on the Expectancy Theory, which states that a function of a person's expectations about the relationships of their efforts, the effectiveness of those efforts, and the rewards they obtain is directly linked to their behavior (Edwards, 2000). Simply stated, an individual will be motivated at produce at a high level if they perceive that their efforts will result in successful performance. The individual must also perceive that successful performance will result in desired outcomes or rewards. When the organization is unable or unwilling to provide for the proper linkage between effort-performance, and performance-reward, frustration and a lack of motivation result (Edwards, 2000). A graphical depiction of this concept is presented in Appendix A.

Motivated behavior is a response to a perceived meaning and value. People will take charge of the results when they believe in what they are doing (Albrecht, 1994). Organization members must have permission to move ahead with the implementation of strategies (Bryson, 1995). The best motivation is getting people turned on to a challenge that has personal meaning to them. Therefore, one key ingredient for success is to select a goal with an objective that is

meaningful to employees, then select the energized employees to work on that objective (Poirier and Tokarz, 1996).

Ensuring success requires effort and careful planning. Successful implementation introduces desired changes quickly and smoothly, and overcomes the usual causes of implementation failure. First, management must select for success. This includes selecting a few carefully chosen projects for carefully selected teams. In addition, facilitators must be chosen carefully. Their enthusiastic support and innovative energy will directly impact the results of the team. The specificity of actions and assignment of responsibilities to particular individuals are requisites of successful strategy implementation. During this process, allow enough time, provide enough financial support, plan for the unexpected, proceed with caution, and maintain a healthy level of skepticism. This skepticism will encourage constant innovation and acceptance of new ideas, which ensures progress (Hanks, 1990).

Next, create successful experiences and focus on these early successes in the future (Hicks and Bone, 1990). When people see ideas get accepted and recognized, and improvements in processes made, it becomes infectious. This provides incentives for others to participate in the process. Once this occurs, its easy to shift from "planning the work" to "working the plan", which puts the ideas to action (Bean, 1993). Employees know better than management how processes can be improved. Familiarity of the job breeds creativity in resolving issues. In addition, employees bring other skills and knowledge to the workplace that enable them to solve seemingly complex issues (Tylczak, 1990). This creativity allows workers to experiment without upsetting the status quo. These employee-generated ideas facilitate change, and often fare better than political agendas when gathering support from employees (Tylczak, 1990).

Management should also encourage submitting ideas that increase costs, as long as

there is a greater increase in quality. The focus should be on the Return On the Investment, or

ROI.

Third, the organization should go slow to go fast (Hicks and Bone, 1990). There is no

rule that says TQI must start in all areas of the organization at the same time. Doing so often

results in failure (Poirier and Tokarz, 1996). An effective implementation method is the Pilot

Project Approach. In this method, the leadership selects improvement projects that are important

to the membership, but finite. With this method, lessons can be learned in a minimum amount of

time. To avoid criticism, make sure the cost of achieving the goal isn't too high. Regardless of

the success, initial projects must not absorb too much of the budget (Maurer, 1996). An

additional benefit is that during the pilot project, organizational learning takes place. The

organization will learn how to manage the process, how to customize training in teamwork skills

and problem solving, how to create continuous improvement culture, and how to transform

"culture" into action plans (Bean, 1993). On rare occasions, large improvements result in

breakthrough innovations, but much more often they are the result of accumulating many small

improvements over a period of time. For this reason, one should try for changes that can be

easily introduced, yet serve as a driving force variable. Driving force variables are those internal

and external factors that have the leadership's attention, have significant influence from the

membership, and a pronounced impact on the organization (Bean, 1993). As the organization

learns from these pilot projects, it becomes ready to plan for total involvement.

Fourth, make sure the plan is in writing (Hicks and Bone, 1990). This written plan

should contain a definition of purpose, as well as a calculation of the inputs desired. Any desired

outputs should be included, as well as any limitations placed on the group. Identification of the

target audience will help ensure success. Include in this plan the person responsible

for the results. This person should have full responsibility and authority to fulfill the action plan.

The organization should look to this person for results, and hold the person accountable for the

successful completion of the plan. Make sure to link the new strategic initiative to on-going

operations in effective ways (Bryson, 1995). This will foster more acceptance from personnel.

It is important not to allow competition of new priorities to cause you to lose focus. Stay on

track by working quickly and decisively. This is not an easy task. Finally, build in short and

long term goals. Review these goals at set time intervals to ensure that they remain current.

Without action planning, intended goals remain dreams and not a reality. But remember, the plan

is not a substitute for effective leadership.

Managing change means managing resistance (Maurer, 1996). To counteract this

resistance, focus on establishing groups willing to implement, and advocate the changes, as well

as protect the changes over the long haul. Take advantage of talent and resources currently in the

organization. A few of the younger, more energetic supervisors who haven't yet been turned off

by continually being pressured, will attempt implementation on their own (Poirier and Tokarz,

1996). However, most will simply provide lip service to the cause. All of these individuals

require guidance to prevent them from going in their own direction, and working against the

organization. Middle management must reduce resistance based on divergent attitudes and a

lack of participation (Bryson, 1995). Resistance will kill the change. If a key element fails to

perform, it must be removed or the entire organization will suffer (Hanks, 1990). In dealing with

detrimental people, Bryson (1995) advocates helping them find a job for which they are better

suited, placing them in positions where they cannot do harm, and offering early incentives for

retirement. Also focus on increasing productivity by putting the decision making powers as

close as possible to where the effects of the decision will be felt (Hanks, 1990). Care

must be utilized with this concept until organizational learning takes place. Typically, the

executive passes responsibility for the execution on to the lowest levels. This concept will not

work. Middle management must accept responsibility and accountability for the overall results.

If not, eventually first line supervisors shoulder all of the responsibility (Poirier and Tokarz,

1996).

Attaining total participation requires a dedicated effort by management. Research

indicates that management and leadership must focus 15-20% of their time to the quality

initiative if it is to succeed (Poirier and Tokarz, 1996). Most organizations see this commitment

during the initial implementation phase. When this initial enthusiasm is over, people watch to

see if support is withdrawn. If withdrawal is seen, the organization will flounder in its quality

effort. To be fully productive, people have to take responsibility. Middle management must also

reconcile differences between what senior management views as the needs of the operating units,

and what the operating units see as their needs (Poirier and Tokarz, 1996). Middle

management's role cannot be overstated.

The following philosophy will improve the chances of success: TQI is not a quick fix,

don't be discouraged by early disappointments, don't neglect benchmarking, choose processes

for re-engineering with care, deal with barriers to change, build high energy teams, and integrate

with systems for strategic planning.

These findings correlate directly with the results and recommendations of the research

project. The analysis indicates required changes in preparing the organization for moving

forward, and outlines the benefits of the process. Many of the barriers to change discovered in

the research can also be found in the Chesterfield Fire and Emergency Services

Department. A detailed plan to overcome these resistors is included as a result of the research.

PROCEDURES

<u>**Research Methodology**</u>

The desired outcome of this project was to develop a plan for the integration of TQI

applications and philosophy throughout the Chesterfield Fire and Emergency Medical Services

Department with a linkage to the organizational strategic goals and objectives. The data used in

this research consists of primary and secondary data. The primary data includes current data

available in Fire Administration, the organizational Strategic Plan, and records of department

members trained in the use of TQI principles and procedures. Additional primary data was

obtained from the educational section of Human Resource Management, dealing with the

training components of the overall TQI effort in the county. A force field analysis was

conducted to determine the driving forces of this problem, and is provided in Appendix B. The

secondary data consists of the recently published Report Card outlining employee attitudes and

opinions about the TQI and strategic planning effort. This research included the use of

historical, descriptive, evaluative, and action research to form the basis for the recommendation

of future actions by the organization. Historical data was reviewed to determine past practices

and procedures. Descriptive research was conducted to determine the current level of

participation within the department, while evaluative research was used to analyze the most

recent Organizational Report Card to determine the current trends and opinions of the

membership. Action research was employed to develop the plan of action required to move the

organization forward. An extensive literature review was conducted to gain knowledge into the

problem and to determine the best course of action to eliminate any pitfalls to the

forward progress of the department.

Assumptions and Limitations

The first assumption made during this research was that the Executive Leadership has a

sincere desire to embrace the Total Quality Initiative movement, and provide the required

support and resources within reason to accomplish this goal. The next assumption dealt with the

belief that all research referenced in the literature review was conducted without bias, and that

the researchers used accepted scientific research methods. Third, it was assumed that all data

obtained by the organization was current and accurate, except as noted, at the time it was

received. Next, the assumption was made that the computer software available to the general

population of the organization can be utilized, and the work completed can be translated to

Microsoft Office program format utilizing the translation capabilities of the Microsoft Office

software, with little effort from support personnel. Fifth, it was assumed that work on the

individual operational shift Work Unit Plans has been completed. Next, it was assumed that as

processes were improved, appropriate organizational policies would be updated to include the

new methods. In addition, it was assumed that as results and successes were achieved, the

implementation strategy would be evaluated and improvements made to the process as required

to continue achieving success. The final assumption was that the organization has limited

funding to support these measures, and that success could be achieved using current personnel

resources and minimal additional expenditures.

Limitations included the short amount of time given to complete the project, which

shortened the time available to conduct research. Some of the research materials were requested

from the National Fire Academy in Emittsburg, Maryland, and did not arrive in time for

inclusion in the report. Another limitation became apparent when information was

requested from Jo Lin Rohr, Chief of Administrative Services with the organization, and it was

discovered that past records were not sufficiently kept and therefore were unavailable.

Budget Considerations and Calculations

When considering budget calculations for personnel, actual figures currently utilized as

overtime payment for exempt employees was used. That figure is $24.70 per hour. Due to the

work schedule of Emergency Operations' personnel, it was assumed that current scheduled

training would fall on their days off 66% of the time. Where overtime figures are used, this

forms the basis for those calculations. Other budget considerations are based on reasonable

projected increases in non-capital equipment.

RESULTS

Answers to Research Questions

Research question 1. The answer to this question is not meant to be critical of past

practices. This discussion is important to the reader so that a firm grasp and understanding of

overcoming obstacles can be appreciated. In the early days of the total quality adoption

movement, existing employees were assembled and given a 2 ½ day training session on the

importance of, and benefits of the quality movement in Chesterfield County. Records indicate

that this training began in early 1992. In the years that followed, little attention to the practices

of TQI was given or provided from the organization. The philosophy of the organization was

one of passive acceptance, with little to no buy in from the executive leadership of the

organization, much less the front line employees. A new administration swept in, and actively

talked about the TQI effort, but made little progress in moving forward. TQI was still viewed as

another flash in the pan effort in leadership. Although process action teams were

formed, few positive results were seen from the efforts put into the activity. Additional training

consisted of "just in time" training, that consisted of a review of skills briefly mentioned years

before. This made it difficult for teams to realize positive outcomes after expending great effort

into the process. Frustration grew, aimed at the process, due a lack of understanding, and toward

administration, due to a lack of acceptance and support. At times, recommendations were

ignored altogether, while no effort was made to correct an identified problem in the organization.

Employees lost interest in attempting to make improvements, because their voice was not

listened to or accepted. At best, a passive resistance occurred, while some actively and openly

rejected the quality efforts of others.

   The current administration has embarked on an aggressive strategic planning effort,

attempting to link it to the quality movement; however, previous history has reduced the

effectiveness of this effort. The current administration recognizes the need for change in the

organization, both in philosophy and structure. Additional training has taken place at various

levels of the organization, but more progress is needed to reach the desired goal.

   Research question 2. The strategic plan provides the focus and direction for the future.

Opportunities can be taken advantage of, while threats can be minimized. Disastrous results may

be the outcome of operating today without a strategic plan in place. Public sector agencies can

ill afford to waste taxpayer dollars. We are under the continuous microscope of the public eye,

and must remain accountable to them for results. Strategic planning provides an organized

approach to decision making and facilitates an orderly process of moving the organization

toward goal accomplishment. In today's environment, the recognition and management of

change is paramount to the success of the organization. Strategic planning facilitates

this process.

An effective strategic plan is directly linked to the quality effort of the organization. As

the quality effort gains a stronghold on the membership, several key areas are addressed. First,

employees gain validation. This occurs as the organization begins to respect employees as

people, provides flexibility to meet personal needs, and encourages learning and the growth of

new skills (Scott and Jaffe, 1991). In this environment people feel valuable and want to

contribute more to the success of the company. Next, the leadership begins sharing information,

such as why things need to be done. This release of information increases the feeling of value in

the employee. Once the feeling of value begins to be accepted, participation occurs. This

includes giving employees control over how they perform their work, and allowing involvement

in decisions that directly effect them. This eventually leads to empowerment.

Research question 3. The history of the organization concerning TQI remains a major

detriment to progress. The perception of many failed attempts of the efforts of previous process

action team members pervades the culture of the organization. In addition, a lack of top

management commitment, fear, communication barriers, allocation of resources, organizational

culture, a lack of training, and resistance to change have negatively impacted the adoption of the

philosophy. Of these concerns, perhaps the most important is the organizational culture, for the

others can be linked to or listed as a subset of this factor (Anderson and Khumawala, 1998).

From a review of the organizational report card released in September 2000, the

following observations were made. First, although an increase in trust of the current

administration began, that trust has dropped during the reporting period. A decrease in positive

responses and an increase in negative responses occurred. The same is true of those assessing

the rate of change in the organization (Chesterfield Fire and EMS Report Card, 2000).

Some of these negative feelings can be tied to communication issues. Communication issues

range from blatant dishonesty, filtering of information, and ignoring and not even speaking to

members who work with each other on a daily basis. Others are attributed to hearing one set of

guidelines and observing something different. Still others are attributed to the lack of middle

management commitment to the process (Chesterfield Fire and EMS Report Card, 2000). The

over-riding position after reviewing all of the verbiage is that a fundamental issue of trust is a

major concern to the personnel, bordering on pandemic proportions.

Technical competence ranks high among the issues that need to be addressed. A detailed

analysis indicates a significant lack of personnel trained in the core classes required for

graduation from the TQI University. In addition, a breakdown of the personnel who have

graduated from the TQI University present an even higher level of concern. The organization

only has 21 personnel that have graduated from the university, which qualifies them to serve as

facilitators. Personnel assigned to Emergency Operation's account for only 14% of the

organization's graduates. A list of the TQI University graduates is provided in Appendix C. A

detailed analysis of the 21 graduates by job assignment is provided in Table 1.

Table 1

Category of Graduate	Number	Percentage
Total Departmental	21	.05 %
Administrative positions	17	81 %
Emergency Operations	4	19 %
Emergency Operations assigned to permanent field positions	3	14 %

Middle Management assigned to field positions	2	< 1%
Those ineligible to fill operations' position (Civilian positions)	8	38 %

The overall department figures are less positive. Of our total operational employees, less than 1 % are graduates, with the actual calculation revealing .03 %.

Research question 4. In the past the organization has attempted to implement major changes utilizing the TQI process. Although success has occurred, it has been minimal. The organization should begin implementing small successes built into the station level strategic plan components, and build on these small successes. Eventually these small success stories will turn into a big win for the organization. The details on how to accomplish these small wins are discussed under the recommendations section. A complete program description is included as appendix I.

DISCUSSION

The members of the Chesterfield Fire and Emergency Medical Services have not embraced the Total Quality Initiative, even though the foundations of this concept were presented in 1992. The current Strategic Plan is directly linked to improving service quality within the organization, both to internal and external customers. As such, adoption and support of the strategic plan is vital, and has not taken place as hoped and anticipated. Although the effort neither could nor should be considered a failure, the reasons for the lack of results in these efforts are numerous. It should be stated that progress and forward movement have been accomplished. It should also be stated that additional changes must occur. The study results compare favorably to the findings of others conducting research in this area. It is clear that a cultural and operational change must occur in the organization if we are to continue to move

forward. This is a common pitfall that occurs in most transition efforts, and can be overcome. The implementation of a Total Quality Initiative is not a task, but a process that requires considerable attention and effort in order to reach success. Most organizations reach a level of quality, then hit a wall, stagnate and lose ground (Poirier and Tokarz, 1996). This is a natural part of the Quality Improvement Life Cycle, and is depicted graphically in Appendix D. The key is that organizations truly wanting to embrace the quality movement make adjustments and improvements required to enhance the performance of the personnel. When comparing our organizational structure to the graph, we are on schedule to be at the wall.

Our Strategic success potential in the future will be in direct proportion to the degree in which both strategic planning and operational implementation are simultaneously achieved (Bean, 1993). Operational implementation is directly linked to the success of the quality effort (Albrecht, 1994). Too much emphasis on one, leading to neglect of the other, results in missed opportunities for the organization. Lack of effort in both areas results in the demise of the organization. A graphical depiction of this concept is presented in Appendix E. Commitment must be focused in both areas to achieve success.

The perception of a lack of top management commitment still exists. The fact that the executive leadership has not completed the core curriculum for graduation from the TQI University sends a strong message to the membership. Modeling the way, or leading by doing encourages others to want to follow (Kouzes and Posner, 1995). People pay more attention to what is done than what is said (Harvey and Alexander, 1995). Charles Poirier and Steven Tokarz (1996) further support this mantra when they state that the Chief Executive Officer (CEO) must set the example or the system is doomed to failure. A great deal of emphasis has been placed on "walking the talk", and the membership is viewing the actions of the leadership team closely.

Employees are quick to point out cosmetic endorsement of newly adopted management

initiatives (Bean, 1993).

Fear is a powerful motivator, and people do strange things when in a stressful situation

(Poirier and Tokarz, 1996). The organization has an implicit psychological contract with the

employee in that it agrees to provide something to employees in return for their commitment to

the company. This relationship traditionally involved dependency and paternalism, in exchange

for employees giving up creativity, freedom, and initiative. This worked well in the past. Today

the organization cannot afford to have this minimal level of commitment from people. It needs

people who are willing to put more of their intelligence, creativity, and energy into making the

company successful. The employee must be willing to change jobs, learn new skills, and get

things done. In addition, leadership must take on new responsibilities (Kouzes and Posner,

1995). These qualities are outlined in Appendix F. Armed with an increased awareness, the

citizenry is placing an ever-watchful eye on the culture of the public sector. The terms

"downsizing", "restructuring", and "rightsizing" are pervasive in the private sector, and will

follow suit in the public sector. These terms often translate into loss of jobs, loss of position, or

loss of status for the average person impacted by these changes. This leveling or flattening of the

traditional hierarchical pyramid structure has a direct impact on middle management, who are

often the ones charged with ensuring the success of these programs (Anderson and Khumawala,

1998). In essence, we ask that people work hard to eliminate their jobs.

This relationship is one where both parties agree to work together and achieve the desired

result. The company cannot take care of the employee forever, but it can provide rewards for

efforts delivered. It's a contract for the here-and-now, which suits the Gen X'ers fine. It is

conditional and based on performance. The long-term employee will struggle with this new era.

The benefits of this relationship include a more satisfied employee after the adjustment

is made to the creativity and involved workstyle. Secondly, as a person takes on more

responsibility for their career, the feeling of dependency on the organization is reduced. People

gain an inner confidence that allows them to realize that they don't need the company to take

care of them, they can take care of themselves.

Empowerment includes shifts in three major mindsets for everyone in the organization.

Toward process: In addition to reaching the goal, the team must look at how it achieved it. You

must be able to reach the goal again, and improve the process along the way. This awareness of

how things are done must be shared with others. **Toward Responsibility:** Everyone has a

responsibility to bring up problem areas or new ideas. This must be respected, and everyone

should be engaged in looking for ways to learn and grow. **Toward learning:** Instead of being

reactive, people take initiative and take action. They seek out and solve problems, take risks,

speak out. People don't wait to be told what to do, and fear or caution doesn't paralyze them.

The key goal is to open up the process. Problems in today's environment are so complex that

one person cannot be expected to know everything. The role of the leader is to help others solve

the problem, not find the solution himself. The leader works with the team to discover

possibilities, and find new options. In this way the employee learns to solve the problems of the

future. New employees want and need to learn and grow. As such we need to provide a

continual series of new challenges, and rotate around repetitive tasks. These opportunities

include cross training, job rotation, participation in employee involvement groups, and job

enrichment programs, such as training new employees. Dr.'s Cynthia Scott and Dennis Jaffe

provide us with the following **Facilitative Leader Roles**:

- Lead with vision, not tradition. Align people with the vision of what they want to become. The vision is generated by everyone, not management, and is inspiring and meaningful.

- Learner, not teacher. Learns new methods, realizing he doesn't know everything.

- Focus on process, not content. Get the process going so progress is made. The group will provide results.

- Enabler, not controller. Delegate and set people free to perform. Share responsibility and the authority to act.

- Coach, not expert. Helps people learn and develop skills. Always expects more of people.

- Linkers, not hoarders. Shares information across groups, links projects together. Seeks information to share.

- Emotional literacy, not technical skill. Understands that change is difficult. Sensitive to the needs of staff, finding ways to create forward movement.

This facilitative leadership doesn't mean that leadership doesn't occur. One of the fundamental questions often asked is how to keep employees from withdrawing into negativity and passivity when asking them to do more. Simply put, you create a real understanding that the rules of relationship between the company and its employees have changed fundamentally. The understanding must be achieved that to reach organizational objectives requires total employee participation, quality of job performance, team problem solving, and recognition of every person (Poirier and Tokarz, 1996). Holding people responsible for results and inviting them to develop a high commitment to their work can enhance individual creativity (Scott and Jaffe, 1991). Remember that you want control over quality and resources, but not people.

Focusing on small win strategies has many advantages. This strategy reduces risks, preserves gains, eases implementation, quickly makes change "real", empowers people, and encourages participation. This increases people's confidence and commitment, and provides for immediate rewards. A profile of success will eventually develop. People will feel more significant to the organization and better to each other. Trust will occur throughout all levels of the department, and cooperation will permeate the membership. In addition, positive role models will exist in the organization, and champions will be a part of the normal leadership style. Most importantly, people will understand and be dedicated to the continuous improvement effort that features continuous customer satisfaction (Poirier and Tokarz, 1996).

The next area of concern deals with technical competence and support. Many employees feel frustrated by the process due to a lack of understanding about the tools used in TQI efforts. These tools can be complex and difficult to understand, especially when one hasn't been trained to use them correctly. As a result, negativity toward the process builds and becomes difficult to overcome. Only 21 members of the organization have taken the initiative to learn the principles and methods of TQI, and these employees are a greatly underutilized resource. These trained individuals could greatly reduce the frustration of process action teams and employee involvement groups working to complete tasks. With facilitators in place, team members could focus on a creative and results oriented approach to resolving the issue.

Systems must be put in place to address the issue of project preparation an implementation. An extreme amount of talent exists in the organization that has been untapped. The use of individual work unit plans can be used to begin this process. Members should decide on individual efforts that will improve the organization, and these efforts should be supported by

middle management. As small successes increase, motivation and morale will

increase. The foundation for this initiative is in place, and should be utilized to move the

department forward.

RECOMMENDATIONS

Management Commitment

Starting second order change requires significant commitment from the organization.

The leadership must demonstrate their support for the journey that it has chosen to take. The

executive leadership must take advantage of the opportunity to graduate from the TQI

University. Gaining this certification will model the way, and demonstrate a firm commitment to

the process. We must also begin with training at the middle management level, and proceed

throughout the rank and file. This builds awareness in the new values and mindsets. In addition,

middle management must be held accountable for achieving results through the empowerment of

the workforce. This can be accomplished through follow-up with team sessions, and creating

agreement about productivity and accountability. The policies of the organization should be

reviewed and modified to support these ways, with top management commitment. To increase

the effectiveness of the organization, a re-allocation of how time is spent during the weekly staff

meetings is required. The specifics of these changes will be outlined in the appropriate sections

below.

The appointment of an active Quality Coordinator for the department should happen

immediately. While this may not be a full time responsibility, duties of existing personnel

should be re-aligned to accomplish this goal. Future alternatives include the use of the captain

position that will be returned to the department after the hiring of a civilian Director for the

Emergency Communications Center.

Instilling Trust

As discussed, many reasons contribute to the lack of trust in the organization. The most prevalent involves communication problems among the members and the leadership team. This issue must be corrected. In addition, research suggests that the CEO must be available to front line employees. Given today's workload, innovative methods should be used to accomplish both of these concerns at once. Time is a scarce resource, but that doesn't prevent the re-allocation of time so that it can be better utilized. Time utilized for the weekly staff meeting could be allocated to the use of a live broadcast over Channel 99. The members of the panel should consist of the executive leadership of the department.

Mr. Martin Stith, of ComCast Cablevision was contacted to discuss the feasibility of this venture. Mr. Stith, who directs the Production Department, indicated that this could be accomplished with little effort on the part of his staff. He further recommended that the first Tuesday of the month be utilized for this broadcast, which would reduce any conflicts of events currently scheduled. Mr. Stith further stated that he would offer this service to the Fire Department as part of the Service to the Community clause of the contract with the county. This means that the organization could benefit from this venture without spending budgeted funds. The cost to the organization would be the time taken by the executive staff to attend the broadcast the event, and any time required to prepare for the monthly broadcast. The topic of these meetings would be determined by the membership calling in to ask questions of the executive staff. This consistent, informal dialogue has proven to be effective in the Shreveport, Louisiana Fire Department, where Chief Kelvin Cochran faced an extremely negative morale and trust problem, that developed before his appointment. He used this method to regain the trust of the organization. This contact with the executive leadership will remove barriers to

communication, and show a strong commitment to and concern for the members of the department.

Another key element of gaining trust involves outlining any restricting parameters prior to allowing the team to begin. Personnel lose faith and energy when limitations are imposed halfway through the project. Regaining momentum in these situations is challenging at best.

Middle Management Training

The response from personnel within the organization to self-initiate attendance of the TQI University has been poor. Little improvement can be expected unless members of the organization understand the processes and attributes of the TQI effort. Therefore, successful completion of the core courses for graduation should be mandated for personnel filling middle management positions. This information will increase the ability of middle managers to facilitate moving forward with the departmental objectives.

An analysis of the training provided by the training unit of Human Resources indicates that courses are offered continuously throughout the year. This provides enough opportunity to schedule classes around other previously schedule events. The training consists of 9 core classes, for a total of 67 contact hours. A timeline of 12 months is reasonable for all middle managers to complete this training. Those required to attend on their off duty days could be compensated at the established overtime rate, or compensated with an hour for hour time off allotment. The projected cost for payment, if overtime is used, is about $1100.00 per individual. While funding is tight, this investment in our organization is well worth the initial expenditure. The benefit to the organization outweighs the cost, increasing our return on the investment.

Critical Analysis to Identify Supporters

Even with the issues of trust and lack of commitment, this organization has highly

dedicated personnel capable of moving forward and enlisting the support of others. A detailed

analysis of the workforce should be conducted to identify these personnel and ask for their

championship of the TQI effort. This effort should be at the shift level. Incorporating shifts into

the process has several advantages. First, the shift supervisor can handle the logistics of

scheduling meetings and assigning tasks. This approach eliminates the need for overtime to

attend meetings. Next, middle management accountability can be assigned to support the efforts.

The foundation has been established through the use of the work unit plans. This will establish

the critical link between the quality effort and the strategic plan. Kouzes and Posner's elements

of fostering collaboration through involvement in planning and problem solving will assist in this

process. These elements are outlined in Appendix G. Key members of the organization, along

with carefully chosen facilitators, and active leadership, can execute portions of their plan to

begin accomplishing small wins for the organization. These objectives should be carefully

chosen to ensure success within a short time period. These small wins should receive significant

praise from the top of the organization. They should also be communicated during the live call

in broadcasts, with public recognition given to team members. In time enthusiastic support and

innovative energy will replace the skepticism. As success is gained, expansion of the effort can

commence.

Accountability

A system for accountability must be developed if serious consideration is to be given to

this effort. As stated in the Literature Review, middle management must take responsibility for

achieving success, because they have the most direct contact with the personnel who know the

most about how to make the improvements. Once the key resource teams of

supporters have been identified, and they have selected their process for improvement, the

Battalion Chief should support the effort. The Battalion Staff has received training in project

management, which should assist with this process. Additional training should be conducted as

it becomes necessary. At a minimum, a Monthly Executive Review should take place to ensure

completion of the task. This monthly executive review provides the follow-up needed by the

same executive responsible for overseeing implementation. At the operational level, this is the

one meeting that systematically and economically reviews the key past month performance

measurements and the strategic action plans, thereby comprehensively taking the pulse of the

past, present, and future. This review makes the difference between wish list objectives and real

strategic progress. The benefits of this review include getting the planned job accomplished in a

time efficient manner, ensuring that the strategic plan becomes a living plan, and that it is

continually updated with new action as needed. It also ensures that the right people are kept up

to date at the right time with the right information, and the right level of executive focus and

accountability. The recommended agenda format for this meeting is included as Appendix H.

The on duty Battalion Chiefs should provide updates on the progress of the initiatives at the third

Tuesday staff meeting. This further demonstrates the leadership commitment to the process, and

ensures that the accountability factor is taken seriously.

Program Description

A breakdown of the program description is included in Appendix I for review. This

breakdown includes the objectives, the impact statements, the performance measurements, and

the budget considerations. The objectives include what we wish to accomplish. Impact

statements refer to the outcomes of the project, while the performance measurements suggest

how we can measure the success and track the results throughout the process. The

budget considerations project the funding required to implement the program, which is minimal.

In addition, a Critical Path diagram is included as Appendix J, which identifies the maximum

amount of time it should take to begin achieving success with the small wins. Understandably, it

will take 52 weeks to complete the core classes for graduation from the TQI University.

Implementation of this initiative can run parallel to that training, and as such, that training

element was removed from the calculation of the critical path. This diagram indicates that

success can be achieved 9 months after the implementation decision is made. The actions of the

critical path are highlighted in green, while the projected maximum time required (in weeks) to

achieve the task is highlighted in blue.

REFERENCES

Albrecht, Karl. (1994). *The Northbound Train: Finding the Purpose, Setting the Direction, Shaping the Destiny of Your Organization*. New York: Amacom.

Anderson, Ph.D., Elizabeth A., and Khumawala, Basheer M. (1998). *Total Quality Management and Business Process Re-engineering: Complimentary, Adversarial, or Evolutionary?*. Manuscript submitted for publication.

Bean, William C. (1993). *Strategic Planning That Makes Things Happen: Getting from Where You are to Where You Want to Be.* Amherst: Human Resource Development Press.

Bryson, John M.. (1995). *Strategic Planning for Non-Profit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement.* San Francisco: Jossey-Bass Publishers.

Chesterfield County Fire & EMS Strategic Planning Initiative: Organizational Annual Report Card. September, 2000.

Drew, S. (1994) "BPR in financial services: factors for success", *Long Range Planning*, Vol 27 No 5, pp. 25-41.

Edwards, Steven E.. (2000). *Fire Service Personnel Management*. Upper Saddle River: Prentice-Hall.

Grover, V., Jeong, S. R., Kettinger, W. J., and Teng, J. T. C. (1995) "The implementation of business process reengineering", *Journal of Management Information Systems*, Vol 12 No 1, pp. 109-144.

Hanks, Kurt. (1990). *Up Your Productivity*. Los Altos: Crisp Publications.

Harvey, Eric, and Lucia, Alexander. (1995). *Walk the Talk: and Get the Results You Want.* Dallas: Performance Publishing Company.

Hicks, Robert F., Ph.D., and Bone, Diane. (1990). *Self Managing Teams: Creating and Maintaining Self Managed Work Groups.* Los Altos: Crisp Publications.

Kouzes, James M., and Posner, Barry Z.. (1995). *The Leadership Challenge: How to Get Extraordinary Things Done in Organizations.* San Francisco: Jossey-Bass Publishers.

Lewis, James P. (1997). *Fundamentals of Project Management.* New York: Amacom.

Maurer, Rick. (1996). *Beyond the Wall of Resistance: Unconventional Strategies that Build Support for Change.* Austin: Bard Books, Inc..

Poirier, Charles C., and Tokarz, Steven J. (1996). *Avoiding the Pitfalls of Total Quality.* Milwaukee: ASCQ Quality Press.

Scott, Ph.D., MPH., Cynthia D., and Jaffe, Dennis, Ph.D.. (1991*). Empowerment: A Practical Guide for Success.* Los Altos: Crisp Publications.

Tylczak, Lynn. (1990*). Increasing Employee Productivity: An Introduction to Value Management.* Los Altos: Crisp Publications.

APPENDIX A – EXPECTANCY THEORY

Expectancy Theory
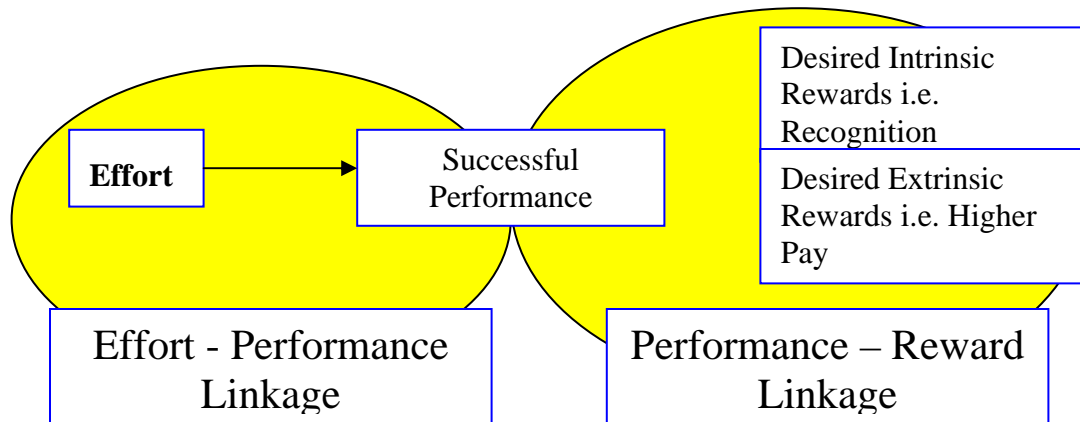
Source: Edwards (2000)

APPENDIX B – FORCE FIELD ANALYSIS

Force Field Analysis

Positive Factors	Negative Factors
Important focus	Lack of trust
Increased flexibility	Lack of success stories
Increase in authority	Frustration
Independence	Lack of communication
Creates environment of trust	Mixed signals from superiors
Increased opportunities for growth	Fear of new change
Increases diversity	Lack of commitment
Increased opportunity for recognition	Technical incompetence
Less supervision required	Influence of past practices
Increase in quality performance	Apathy
Long term results oriented	Employees hanging on until retirement
Team focused	Lack of time for additional work
Employee focused	Not my job perception
Better decision making	Against integration effort
Employee involvement	Double standard
Increase in high quality attitude and pride	Use of killer phrases

APPENDIX C – TQI GRADUATES

Total Quality Initiative University Graduates

Name	Division	Civilian/Uniform
David Bailey	Training	Uniform
Rick Bucher	Training	Uniform
Amy Davis	Fire and Life Safety	Civilian
Doreen Hall	Training	Civilian
Gloria Hart	Training	Civilian
Ethelleen Holmes	Training	Civilian
Jim Kelly	EMS	Civilian
Paul Mauger	Administration	Uniform
Rick McDonnell	Administration	Civilian
Mary Parker	Fire and Life Safety	Civilian
Steve Parrott	Emergency Operations	Uniform
Jerry Pruden	Training	Uniform
Gene Reams	EMS	Uniform
Paul Shorter	Administration	Uniform
Mark Berry	Training	Uniform
David Creasy	Emergency Operations	Uniform
Bill Harding	Emergency Operations	Uniform
Cindy Marshall	Fire and Life Safety	Civilian
Paul Newton	Emergency Communications	Uniform
Mark Nugent	Administration	Uniform
William Smith	Emergency Operations	Uniform

APPENDIX D – QUALITY IMPROVEMENT LIFE CYCLE

QUALITY IMPROVEMENT LIFE CYCLE

QUALITY IMPROVEMENT

SURFACE LEVEL IMPROVEMENT

PERMANENT LEVEL IMPROVEMENT

1	2	3	4	5	6

NUMBER OF YEARS OF EFFORT
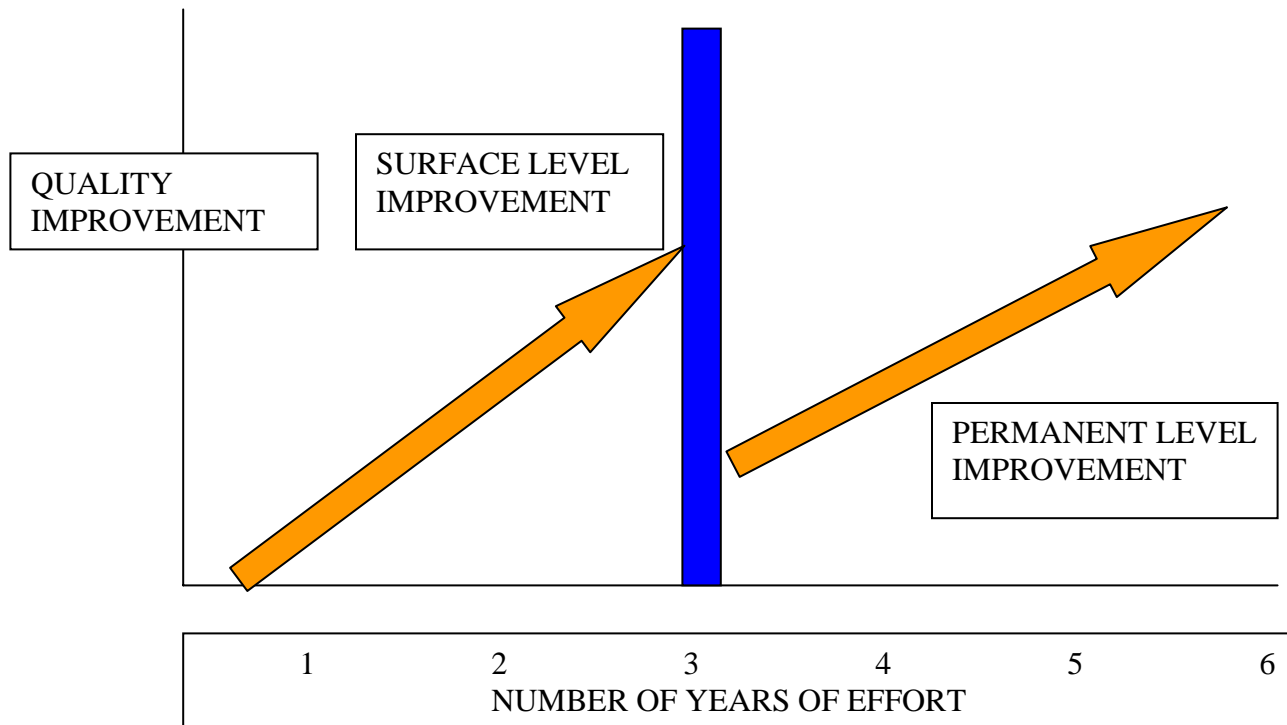
Quality Assumptions

- Quality is goodness
- Use a lockstep approach
- Workers are the problem

Quality Understanding

- Quality is defined by the customer
- Approach must be part of culture
- Active leadership is essential

APPENDIX E – MAXIMUM POTENTIAL DIAGRAM

		Poor to Average	Good	Excellent

Quality of Strategic Planning

Excellent	Lost Opportunity	Strong Position	Maximum Potential
Good	Competitiveness in Question		Strong Position
Poor to Average	Survival in Question	Question	Lost Opportunity

Poor to Average   Good   Excellent

Quality of Operational Implementation

Principle: Strategic success potential is fulfilled in direct proportion to the degree in which both strategic planning and operational implementation are simultaneously achieved.

APPENDIX F – TEN COMMANDMENTS OF LEADERSHIP

Kouzes, J., & Posner, B. (1995). *The Leadership Challenge*. San Francisco: Jossey-Bass
Publishers.

Ten Commandments of Leadership

Practices	Commitments
Challenging the Process	1. Search out challenging opportunities to change, grow, innovate, and improve. 2. Experiment, take risks, and learn from the accompanying mistakes.
Inspiring a Shared Vision	3. Envision an uplifting and enabling future. 4. Enlist others in a common vision by appealing to their values, interests, hopes, and dreams.
Enabling Others to Act	5. Foster collaboration by promoting cooperative goals and building trust. 6. Strengthen people by giving power away, providing choice, developing competence, assigning critical tasks, and offering visible support.
Modeling the Way	7. Set the example by behaving in ways that are consistent with shared values. 8. Achieve small wins that promote consistent progress and build commitment.
Encouraging the Heart	9. Recognize individual contributions to the success of every project. 10. Celebrate team accomplishments regularly.

Source: The Leadership Challenge

APPENDIX G –ELEMENTS FOR COLLABORATION

ELEMENTS FOR COLLABORATION

- Select people with knowledge of the situation.

- Clearly articulate the outcomes and standards to be met.

- Provide the resources and the authority to do the job. This means make available the necessary information, connections, training tools, money, and decision making power.

- Set up a timetable for the planning and problem solving.

- Enable information to flow upward as well as downward.

- Periodically review progress with the groups.

- Tie rewards to performance and make sure the rewards are valued by the groups doing the work.

APPENDIX H - MONTHLY REVIEW AGENDA

Monthly Executive Review of Strategic Planning / Quality Initiative Effort

Meeting called by:	**Type of meeting:**
Facilitator:	**Note taker:**
Timekeeper:	

Attendees:

----- Agenda Topics -----

I. Review Operational Performance

II. Review of Strategic Action Plan

    A. Items past due

    B. Items due now

    C. Items due next month

    D. Generate new action plans as needed

III. Set time for next meeting

Other Information

Observers:

Resource persons:

Special notes:

APPENDIX I – PROGRAM DESCRIPTION

Program Description

This program provides for the integration of TQI applications throughout the organization with a link to the established Strategic Plan. It ensures that the TQI tools and processes are integrated into the long-term daily activities of the department, while moving toward the accomplishment of the strategic goals established by the members of the organization. The initial objectives should be completed within 12 months of implementation, and a comprehensive review should be conducted at that time.

Objectives

1. Increase executive leadership commitment to the TQI initiative.

2. Appoint a Quality Control Coordinator to facilitate the continuous movement of the quality effort.

3. Increase the open communication with the executive leadership through live broadcasts on the Department's cable channel 99.

4. Ensure middle management success and support for the effort through attendance and graduation of the TQI University.

5. Conduct a critical analysis of personnel resources to identify personnel capable and motivated to initiate small wins.

6. Ensure accountability of middle management through Executive Monthly Review of action plans.

7. Increase success of goal accomplishment through Executive Monthly Review of action plans.

Impact Statements

1. The Executive Leadership will complete the core courses required for graduation from TQI University.

2. Conduct 12 live broadcasts with the Executive Leadership in the first year of the program.

3. Middle Management will complete the core courses required for graduation from TQI University.

4. 9 operational shifts will be identified through critical analysis to begin the pilot implementation of the work unit plans with the facilitative leadership of the Battalion Chief.

5. Ensure accountability of middle management through 100% completion of Executive Monthly Reviews and presentations at staff meetings.

Performance Measurements

1. Monitor records and impact statements to ensure the following:

    *   Executive Leadership and Middle Management graduate from TQI University within 12 months.

    *   12 live broadcasts are conducted in the first year following implementation.

    *   Successful completion of 9 Work Unit Plan initiatives within 6 months of implementation.

    *   Completion of 100 % of Monthly Executive reviews and staff meeting presentations.

2. Monitor the results of the next organizational report card to assess the level of trust in the organization.

Budgetary Measurements

Personnel

Maximum Projected Overtime* $13,200

Operational

Office supplies	$2,000
Printed Materials	$2,500

Capitol

None Required

Totals	$17,700

If overtime is not paid out and time is returned through time off, the total cost of the program is reduced to $4,500.

APPENDIX J – CRITICAL PATH DIAGRAM

52	

TQI University attendance by Executive Staff

Graduate

Chief prepares for broadcast

2

Evaluate & modify

Record items for future efforts

1

1

ComCast Negotiations

1

1

3

1

1

Conduct broadcast

Implement quick fixes

Process continues

1

Executive Leadership Presentation

1

Decision to Implement

4

Critical Path Diagram

Personnel analysis and selection of shifts and facilitators

Shifts select process & begin

1

Present results @ staff mtg.

3

Implement process improvement

2

1

12

3

Conduct Monthly Review

Process continues

Celebrate success

1

TQI University attendance by Middle Mgt.

52

Graduate

Repeat process